Table B-4
Years of Experience

General Secretaries	<u>N</u> a	Mean No. of Years'	SD	Range of Least	Years Most
Worked at Present Job	116	4.79	4.99	0 ^c	27
Worked in Secretarial Field	114	9.54	7.38	1	33

[\] aNumber of secretaries providing usable responses.

Table B-5
Location Contextsa.

Type of Business Operation	Workers	Supervisors
	•	
The state of the s	<u>*!</u>	
Federal Service	4	1
State Service	12	• 9
Local Service	5	4
Private Business Firm	24	13
University or College'	. 3	i
Education	12	. 10
Other	6	3
Unknown	. 54	. 39
Size of Business		
Small .	9	9
Moderate	5 ,	3
Large	31	16
Unknown	75	52
City Size		100
Metropolitan	/ 50	25
Moderate/Remote	17	13
Unknown	63	44

and a provided by supporting state agencies for 120 workers (secretaries) and 80 supervisors.

APPENDIX C

TASK INVENTORY DATA

Appendix C contains a detailed presentation of the task inventory data in computer printout form. Each table is preceded by a description of the questions and response categories that are reported on that table.

<u>Table</u>	Description
C-1	Taşk Occurrence (Q1, Q2, and Q6)
C-2	Task Importance (Q8 and Q9)
C-3	Extent Task Is Part of the Job (Q6)
C-4	Frequency of Task Performance (Q3 and Q4)
C-5	Time to Qualify (Q7)
C-6	Learning Location (Q12 and Q13)
C-7	Supervisor Suggestions (Q10 and Q11)
C-8	Summary of Tasks by Percent of Workers Performing
C-9	Summary of Tasks by Percent of Supervisors Desiring Performance

Task Occurrence (Q1, Q2, and Q6)a

Question 1: Task Occurrence (Workers)

During the last year or so in your present job position as a General Secretary, which of the activities have you performed?

Response: Check mark for each task performed.

Question 2: Task Occurrence (Supervisors)

From your experience as a supervisor of one or more General Secretaries, indicate which of the activities should be performed by General Secretaries in your operation; that is, by such employees under your supervision in your office or firm. Indicate which tasks your General Secretaries should be doing as part of their job, even if only done once.

Response: Check mark for each task that secretaries are expected to do.

Question 6: Extent Task Is Part of the Position (Workers)

Answer this question so as to give the best description you can. For each task statement, rate how significant a part of your job it is. Consider and weigh its importance, frequency of occurrence, relevance, and any other factor which you think determines to what extent the task is part of your position. In your own mind, combine these factors into a single rating of how significant a part of your job it represents.

aIn Table C-1, positive (checked) responses are reported for Q1 and Q2. A composite response composed of any selection of scale ratings 1 through 7 is reported for Q6. The results indicate that Q6 is a more sensitive measure of minor tasks than the checklist used in Q1 and Q2. Because the group of workers responding to Q6 rated each task, the data provided by Q6 appear to include those they might do on some remote occasion.

Categories and Values of the Response Scale:

- 0 = Definitely not a part of my job
- 1 = Under unusual circumstances may be a minor part
- of my job 2 = (not defined)
- 3 = (not defined)
- 4 = A substantial part of my job
- 5 = (not defined)
- 6 = (not defined)
- 7 = A most significant part of my job

Each of the 10 columns of Table C-1 is identified below.

- Column 1: Number of Group 1 workers who checked (Question 1) that the task is performed.
- "Column 2: Percent of Group 1 workers checking the task (Question 1).
 - Column 3: Number of Group 2 workers who rated the task as being some part of the job (Question 6).
 - Column 4: Percent of Group 2 workers rating the task 1-7 (Question 6).
 - Columns 5
 and 6: Composite of Column 1-4 data.
 - Column 7: Difference between worker groups responding to the task (Column 2 minus Column 4).
 - Column 8: Number of combined Groups 1 and 2 supervisors who checked (Question 2) that the task should be performed by secretaries.
 - Column 9: Percent of all supervisors checking the task $\overline{\text{(Question 2)}}$.
 - Column 10: Difference between workers and supervisors responding to the task (Column 2 minus Column 9).



TASK INVENTORY DATA SUMMARY SECRETARIES - COMPOSITE

TABLE 1: TASK OCCURRENCE

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DESIRED BY ALL SUPERVISORS	02(+)		13.8	1.9	25.0	22.5		18.8	12.5	,23.8	25.0	63.5	7.5	43.8	31.3	16.8	48.8		16.3 ~	92.5	7.5	57.5	80.0		58.8	7.5	81.3	37.5			56.3	46.3	91.3	- 25 c c	20.06	Ç	57.5	80.0	88.8	83.8	
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	41+46	w [']	18-3	9.2 14.2	24.6	31.1		22.7	5.9	24.4	23.5	C-00	17.8	42.0	35.3	29.4	56.7	۵	35.8	89.2	. 0.62	74.2	89.2		68.9	8.3	0.06	7.04	•	· /	75.0	50.4	92.5		•	8-04	72.5	88.3	94.1	7.27	,
MORKERS	5	Z	25	11	53	37	•	27		53	89 f 70 F		21	20	45	35	9		43	119	30	68	101		82	01	108	Š į	C C		06	9		911	2	د	87	106	111	60	
PERFORMED BY WORKERS	96(1-7)	w	18.3) • 0 · 0 · 0 · 0 · 0 · 0 · 0 · 0 · 0 · 0	37.9	49.2		32.2	8.5	40.7	32.2	•	31.0	55.9	47.5	39.0	71.7		45.0	10000	25.0	83.3	0.06		76.3	11.7	95.0	200	7**6	• ;	86.7	9.79	1.00		0.00	73.3	83.3	7.96	98.3	100.0	
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Table C-2

Task Importance (Q8 and Q9)a

Question 8: Task Importance to Job (Workers)

What degree of importance would you assign to each job activity you perform? Judge the importance of each activity in regard to its contribution to effective operations in your office or firm.

Categories and Values of the Response Scale:

- 1 = Low importance (relatively unimportant part of the job).
- 2 = Moderate importance (important but not essential).
- 3 = High importance (essential part of the job that decisively influences the effectiveness of the office operations).

Question 9: Task Importance to Job (Supervisors)

Based upon your supervisory experience in your present operations, what degree of importance would you assign to each job activity that is appropriate for your General Secretaries? Judge the importance of each activity in regard to its contribution to effective operations in your office or firm.

Categories and Values of the Response Scale: Identical to those of Question 8.

Each of the 22 columns of Table C-2 is identified below.

Column 11: Average (mean) of worker ratings, considering only those who checked (Question 1) that the task was performed.

Column 12: Standard deviation showing degree of response variability.

Column 13 Number of workers who rated the task 1-3 (Question 8).

Questions 8 and 9 were answered only for those tasks checked on Q1 or Q2.

Columns 14,

15 and 16:

Average, standard deviation, and number of supervisors who rated the task (Question 9), considering only those who checked (Question 2) that the task should be performed.

Column 17:

<u>Difference</u> between worker and supervisor average ratings (Column 11 minus Column 14).

Columns 18 through 24:

Same as Columns 11 through 17, except the average ratings were computed across all persons in each group. Persons not checking the task (Questions 1 or 2) were included in the average by considering their rating to be a value of "0."

Note: The Column 18-24 summaries may be of value in providing greater comparability with Question 6 ratings as given in Table C-3. Columns 18-24 denote a task's rating with respect to job importance for the entire occupation that is represented in the survey. On the other hand, columns 11-17 denote a task's job importance only in regard to those in an occupation who do or should perform that task. Thus, a task might only be required of a very few workers but for them it could be highly important. Extremely difficult tasks, involving great skill and experience, could be of this nature.

Columns 25, 26, 27, and 28:

Number of surveyed workers using each level of the importance scale. Column 25 (None) is the complement of the number of workers checking the task on Question 1, as recorded in Column 1 on Table C-1.

Columns 29 through 32:

Same as Columns 25 through 28, but for supervisors ratings. Column 29 (None) is the complement of that portion of Column 8 (Table C-1) represented by the 40 supervisors in Group 1.

ASK INVENTORY DATA SUMMARY SECRETARIES - COMPOSITE

TAELE 2: TASK IMPORTANCE (08 E 69)

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Question 6: Extent Task Is Part of the Position (Workers)

Answer this question so as to give the best description you can of what you do in your present job as a General Secretary. For each task statement, rate how significant a part of your job it is. Consider and weigh its importance, frequency of occurrence, relevance, and any other factor which you think determines to what extent the task is part of your position. In your own mind, combine these factors into a single rating of how significant a part of your job it represents.

Categories and Values of the Response Scale:

- 0 = Definitely not a part of my job
- 1 = Under unusual circumstances may be a minor part of my job
- 2 = (not defined)
- 3 = (not defined)
- 4 = A substantial part of my job
- 5 = (not defined)
- 6 = (not defined)
- 7 = A most significant part of my job

Each of the 13 columns of Table C-3 is identified below.

Column 33: Average (mean) of worker ratings.

Column 34: Standard deviation showing degree of response variability.

Column 35: Number of workers who rated the task 0-7.

Columns 36

through 43: Number of surveyed workers using each level of the scale.

Column 44: P

Percent of surveyed workers who rated the task as part of their job. That is, they used a rating level other than "0."

aQuestion 6 was answered by workers in Group 2 for all tasks in the inventory.

Column 45:

Percent of surveyed workers who rated the task as at least a "substantial part" of their job. That is, they used a rating level of "4" or higher, indicating it was a reasonably significant part of the job. (This would seem to be a useful indicator of a task's actual relevance to an occupation, serving to differentiate between two occupations where workers in both may at times perform the same task.)

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Frequency of Task Performance (Q3 and Q4)a

Question 3: Frequency of Performance (Workers)

How often have you been performing each of the activities done by you (as checked in Question 1)?

Categories and Values of the Response Scale:

1 = Have done, but don't normally do (0+)

= Less than once a year (Y-)

3 = Once a year (1Y).

4 =Once a month (1M).

5 =Once a week (1W).

6 = Once a day (1D).

7 = Several times each work day (D+).

on the average, over the last several months

Question 4: Frequency of Performance (Supervisors)

From your experience as a supervisor of one or more General Secretaries, judge about how often a typical General Secretary in your operation should perform each of the activities you checked (in Question 2).

Categories and Values of the Response Scale: Identical to those of Question 3.

Each of the 27 columns of Table C-4 is identified below.

Column 46: Average (median) of worker ratings, considering only those who checked (Question 1) that the task was performed.

Column 47: Quartile deviation showing degrée of response variability.

Column 48: Number of workers rating the task (Question 3).

Columns 49

50 and 51: Average, quartile deviation, and number of supervisors rating the task (Question 4), considering only those who checked (Question 2) that the task should be performed.

aQuestions 3 and 4 were answered only for those tasks checked on Q1 and Q2.

. Column 52:

<u>Difference</u> between worker and supervisor average ratings (Column 46 minus Column 49).

Columns 53 through 60:

Number of workers using each level of the frequency scale. Column 53 (None) is the complement of the number of workers checking the task on Question 1, as recorded in Column 1 on Table C-1.

Column 61:

Percent of workers who do the task (Question 1), but report it performed less frequently than once a year (combining scale categories Y- and 0+).

Column 62:

Percent of workers who do the task (Question 1) and report it performed once a week or more often (combining scale categories 1W, 1D, and D+).

Columns 63 through 72:

Same as Columns 53 through 62, but for supervisors' ratings. Column 63 (None) is the complement of that portion of Column 8 (Table C-1) represented by the 40 supervisors in Group 2.

TASK INVENTORY DATA SUMMARY SECRETARIES - COMPOSITE

FREQUENCY OF TASK PERFORMANCE

TABLE 4:

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Question 7: Time to Qualify (Supervisors)

By your standards as a supervisor of one or more General Secretaries, when do you expect that a new General Secretary employee should be capable of satisfactorily performing each of the activities you checked? That is, how soon after beginning employment as a General Secretary do you feel that employees should be able to do each activity with reasonable competency?

Categories and Values of the Response Scale:

- 1 = Competent performance is never necessary (0)
- 2 = Some number of years beyond the first 3 (Y+):,
- 3 = Within the first 3 years (3Y).
- 4 = Within the first year (Y).
- 5 = Within the first 6 months (6M);
- 6 = Within the first 3 months (3M).
- 7 = Within the first month (M).
- 8 = Within the first week on the job (W).

Each of the .14 columns of Table C-5 is identified below.

Column 73: Average (median) of supervisor ratings, considering only those who checked (Question 2) that the task should be performed.

Column 74: Quartile deviation showing degree of response variability.

Column 75: Number of supervisors rating the task (Question 7).

Columns 76
through 84:

Number of supervisors using each level of the time scale. Column 76 (None) is the complement of that portion of Column 8 (Table C-1) represented by the 40 supervisors in Group 1.

aQuestion 7 was answered only for those tasks checked on

Column 85:

Percent of supervisors, of those indicating the task should be done (Question 2), who do not expect competent performance during a worker's first year of job experience (combining scale categories 3Y, Y+, and 0).

Column 86:

Percent of supervisors, of those indicating the task should be done (Question 2), who expect competent performance within a worker's first three months of job experience (combining scale categories 3M, M, and W).

DATA SURMARY	COMPOSI TE
ASK INVENTORY	SECRETARIES -

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TABLE 5: TIME TO QUALIFY

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Learning Location (Q12 and Q13)a

Question 12: Learning Location (Workers)

From your total experience as a General Secretary (with present and previous employers), judge where each job activity should be learned. That is, where should a General Secretary make the main effort to learn what needs to be known about each activity?

Categories of the Response Scale:

- Prior to enrollment in a formal job training program
 (P).
- b. In a formal training program or school before regular employment in the job (T).
- c. On site (such as by job experience after employment or on-the-job training) (S).
- d. Through prior employment experience in a related or lower entry occupation (E).
- e. Other (comments to be written in) (0)
- f. There is nothing that new General Secretaries would need to learn about the activity (such as when it is not part of the job or there is nothing of any real substance to learn) (N).

Question 13: Learning Location (Supervisors)

From your total experience in employing and supervising General Secretaries, judge where each job activity should be learned.

Categories of the Response Scale: Identical to those of Question 12.

Each of the 26 columns of Table C-6 is identified below.

Column 87: Number of workers suggesting that the task essentially should be learned prior, to formal training (P).

aQuestion 12 was answered by workers in Group 2 for all tasks in the inventory. Question 13 was answered by supervisors only for those tasks checked on Q2.

Column 88:

Number of workers suggesting that the task should be learned mainly in formal training before employment (T).

Column 89:

Number of workers suggesting that the task should be learned mainly on site, after employment (S).

Column 90; -

Number of workers suggesting that the task should be learned mainly through experience in other occupations (E).

Column 91:

Number of workers suggesting learning locations other than those listed (0).

Noce:

Asterisks (*) appear next to frequency numbers in Columns 87-91 when that category receives 20% or more of the combined responses of P, T, S, E, and 0 (but not counting "nothing to learn" responses).

Column 92:

Number of workers suggesting that no particular learning would be needed for the task.

Column 93:

Number of workers indicating that the task is not considered as part of their, job (Question 6). This entry is repeated here from Table C-3 (Column 36) to permit comparison with Column 92 (N). Obviously many workers suggested a learning location on Question 12, even though these same workers had indicated on Question 6 that the task was not part of their job. No attempt was made in this study to restrict the counting and summarizing of Question 12 responses to only those tasks on which each worker had indicated that it was at least of some minor significance to the job (Question 6).

Columns 94 through 97:

Percent of workers suggesting that the main learning location be prior to training (P), training before employment (T), or the job situation itself (S). Since both categories S and E represent job experience of one sort or another, Column 97 reports the combined percent of workers using either of these responses for a task.

Most common response (mode) given by workers, not considering the "nothing to learn" (N) category. Occasionally more than one category tied for most common use. The table displays as many as two modes for a task. If there were more than two modes, as may readily occur when very few workers suggest a learning location, the table displays the symbol "MM", an abbreviation for "multiple modes."

Column 99:

Percent of workers giving the modal response; with the percentage based on the combined number of responses using categories P, T, S, E, and 0 (but not including N responses).

Columns 100 through 105:

Same as Columns 87 through 92, but for supervisors ratings. Column 105 (N) represents a true rating of no training need for a relevant task, since supervisors only answered Question 13 for tasks they had checked on Question 2. Though the N category may occasionally represent the modal response, no asterisk was printed to indicate this.

Column 106:

Similar to Column 93, but using negative responses to Question 2 by the 40 supervisors in Group 2.

Columns 107 through 112:

Same as Columns 94 through 99, but for supervisors' ratings.

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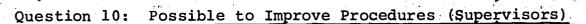


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Supervisor Suggestions (Q10 and Q11) a



(Part 1) Based on your total experience as a supervisor of General Secretaries, do you feel that for some of their work activities there could be a better or more effective way of doing the activity? That is, of the activities you checked (in Question 2), could an improvement be made on the present way in which General Secretaries typically perform an activity?

Response: Check mark for each task where procedures could be improved.

(Part 2) For those activities checked as possible to improve procedures, suggest the main way for improving such procedures.

Categories of the Response Scale:

- a. Provide a readable, ready-reference handbook or similar guide for use on the job (H).
- Expand, correct, or clarify the existing directives on the matter (D).
- c. Improve the content of formal school training on the matter (T).
- d. Provide research or special study for improving the present procedures (R).
- e. I don't know how it might be improved but I think it can (?).
- f. Other (comments to be written in) (0).

Question 11: Poorly Performed Task (Supervisors)

(Part 1) Based on your total experience as a supervisor of General Secretaries do you feel that many General Secretaries perform certain of their activities poorly or unsatisfactorily, even after a reasonable amount of time on the job? That is, of the activities checked (in Question 2), which ones are usually not done by experienced General Secretaries as well as they could be? This is not a rating of individual secretaries, but rather an indication of activities which could be improved under the right circumstances.

aResponses were summarized only for tasks each supervisor had checked on Q2.





Response: Check mark for each task where performance is generally unsatisfactory.

(Part 2) For those activities checked as poorly performed, suggest the main reason for such performance.

Categories of the Response Scale:

Lack of interest'or poor attitude on the part of General Secretaries (I).

b. Ineffective job training on the matter, in formal school training programs (T).

c. General Secretaries are overburdened with more important matters and do not have time to perform this activity properly (M).

d. The activity is an extremely difficult one to master (D).

e. I don't know the reason but I believe the general performance by many General Secretaries is poor or unsatisfactory (?).

f. Other (comments to be written in) (0).

Each of the 22 columns of Table C-7 is identified below.

Column 113: Number of Group 1 sup

Number of Group 1 supervisors indicating that an improvement is possible in the way

of performing the task.

Column Percent of Group 1 supervisors checking the task (Question IO).

Note: Asterisks (*) appear next to percentage in Column 114 when that percentage represents 10% or more of all supervisors included in Group 1.

Columns 115

through 120: Number of Group 1 supervisors using each

category to suggest a way of improving

task procedures.

Column 121: . Percent of suggestions that cited training

content (T) as the main way by which task

procedures could be improved.

Column 122:

Most common suggestion (mode) given by Group 1 supervisors. As in Table C-6, occasionally more than one suggestion category tied for most common use. The table displays up to two modal categories. More than two modal categories for a task are coded on Table C-7 as "MM", an abbreviation for "multiple modes."

Column 123:

Percent of suggestions that cited the modal category (Column 122) as the main way by which task procedures could be improved.

Columns 124 through 134:

Same as Columns 113 through 123 but for indications and suggested reasons on Question 11, using Group 2 supervisors. Column 132 pertains to "ineffective job training," not necessarily "training content" as in Question 10 and Column 121.

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TASK INVENTORY DATA SUHMARY SECRETARIES - COMPOSITE SUPERVISOR SUGGESTIONS

TABLE 7: (010 £ 11)

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Table C-8

Summary of Tasks by Percent of Workers Performing

Based on the 60 workers in Group 1 answering Question 1, Table C-8 summarizes the tasks performed by varying percentages of those persons. This shows 269 of the 492 tasks were performed by fewer than 20% of the workers. Tasks on which 50% or more of the workers indicated performance numbered 108.

TASK, INVENTORY DATA SUMMARY SECRETARIES - COMPOSITE

BE SUMMARY OF TASKS BY PERCENT PERFORMING

TABLE (01)

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Table C-9

Summary of Tasks by Percent of Supervisors

Desiring Performance

Based on all 80 supervisors in both Groups I and 2 answersing Question 2, Table C-9 summarizes the tasks that varying percentages of those persons said should be performed by their workers. The table notes 247 of the 492 tasks were checked as relevant by fewer than 20% of the supervisors. Tasks on which 50% or more of the supervisors desired performance numbered 119.

TASK INVENTORY DATA SUMHARY SECRETARIES - COMPOSITE

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TABLE 9: SUMMARY OF TASKS BY (Q2) PRCMT DESIRING PERF

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APPENDIX D

TASK STATEMENTS NOT INCLUDED IN TABLE 1

Table 1 contains only those 297 tasks which were judged to be of reasonable relevance to the occupation of General Secretary. Other tasks in the total listing of 492 secretarial science tasks were apparently more appropriate to other job types within the occupational field. These 195 omitted tasks are listed here to permit identification with data in Appendix C.

These 195 tasks were the ones on which large numbers of either the workers or the supervisors indicated that the task was not or should not be performed by General Secretaries. This selection was made when less than 10% of the Group I workers indicated they perform a task (Question 1), or less than 10% of all supervisors indicated their workers should perform a task (Question 2). Thus, if more than five workers and more than seven supervisors had checked a task, then it was included in the Table I summaries.

		Percent Who Now Do
DUTY		Actual, by Desired by Supervisors
1.	Advise contractors on procedure limitations, requirements and delivery schedules.	3 15
10.	Decide charges on work done.	5 16
13.	Determine eligibility of individuals for training.	2 18
21.	Draft policy recommendations for submission to higher authority.	
23.	Establish operating procedures for suspense files.	. 5

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		Actual, by Workers	Desired by
24.	. Establish performance standards. (0	14
28.	Help plan advertising campaigns.	5	6
41.	Prepare bids (for contract).	7	12.
45.	Revise the organizational structure of clerical employees.	8	14
46.	Secure quotations from brokers.	3	9
51.	Schedule on-the-job training.	3	18.
DUTY	B: SUPERVISING AND IMPLEMENTING	•	
53.	Address a meeting of employees.	2	12
54.	Apply for group insurance.	13	8
55.	Approve requisitions made out by others.	5	10
57.	Assign personnel to job positions	s . 2	15
60.	Buy bonds upon request of employe	er. 5 .	. 8
64.	Compose legal papers.	7	8, .
66.	Conduct conferences or briefings.	0 *	10
67:	Conduct personnel meetings.	2	10
68.	Conduct personnel utilization, surveys.	0	5.
69.	Counsel and advise personnel on training programs.	2	7
70.	Counsel personnel on promotion criteria and status.	0	4
71.	Discharge employees.	2 (_ 5,

•		Morkers	Desired by Supervisors
° 73.	Give dictation to other office workers.	2	9
80.	Initiate request for personnel replacements.	• 7	12
81.	Investigate causes of trouble between employees.	8 , ₇	, 21·
85.	Operate public-address system.	7	9
`87.	Oversee workmen (e.g., carpenters electricians).	3	9 •
,93.	Prepare and review registers of transactions.	5	9
94.	Prepare proxies.	7	4
102.	Reprimand employees.	3	12
103.	Select individuals for specialize training.	ed 0	8
106.	Sell stocks upon request of employer.	2	2
111.	Supervise the preparation of contracts or purchase orders.	5	14
114.	Supervise the maintenance of publications in stock.	0	16
117.	Supervise stenographers.	2 1	10
UTY	C: COORDINATING AND PERFORMING PERSONAL ACTIVITIES FOR EMPLOY	YER	
122.	Arrange with bank for funds to be wired or cabled.	5	10
124.	Balance employer's personal checking account.	3	5
130.	Keep lists of employer's personal property up to date.	7	5
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•		Actual, by Workers	Desired by Supervisors
131.	Keep list of credit card numbers.	5	14
134.	Make arrangements for repairs on employer's personal property (car).	5	1
136.	Make list of personal stocks, notes, or collateral of employer.	0	4
137.	Make out household or personal checks for employer.	5	2
139.	Obtain credit cards for employer	. 12	9
140.	Obtain information and papers for foreign travel for employer.	. 7	12
143.	Pick up and deliver employer at airport.	3	_6
145.	Record stock quotations watch market.	0	2
146.	Scan newspapers, magazines, and trade journals for employer.	7	. 8
148.	Shop for employer.	17	8
150.	Sign personal checks for employe	er. 3	. 1
151.	Take care of employer's personal insurance (e.g., auto, life or home).	5	4
ĎUTY	D: INSPECTING AND EVALUATING	•	8
156.	Evaluate employee's work.	7	2⁄5
158.	Evaluate training effectiveness.	• 0	11
162.	Inspect tally sheets on various jobs.	7	 11
165.	Investigate reference (personal or financial).	8	11

		Actual, by Workers	Desired by Supervisors
168.	Review records for compliance with labor laws.	10	
169.	Review training progress of employees.	2	12
DUTY	E: TRAINING		
170.	Administer or proctor personnel tests.	8	15
171.	Conduct on-the-job training of office personnel.	5	34
173.	Demonstrate how to locate technica information.	al (7	18
177.	Prepare manuscripts for training sessions.	5	14
178.	Teach training class of employees	. 2	9
DUTY	F: PERFORMING STENOGRAPHIC ACTIVITY	ries	
183.	Operate shorthand machine.	2	6
188.	Transcribe (type) from shorthand machine tape (stenograph).	7	14
DUTY	G: PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES		
195.	Act as deputy on safe deposit box	. 5	6
197.	Administer small purchases such as credit card charges and blanket purchase agreements.	s 12	8
199.	Approve customers' checks, charge purchases, etc.	,8	9
200.	Approve monthly group insurance bills.	7	2



		Actual, by Workers	Desired by Supervisors
201.	Age the accounts receivable.	3	.2
202.	Arrange for insurance policies.	7	5 ,
203.	Ascertain availability of funds.	10	9
204.	Do preliminary work for income tax return.	7	4
205.	Calculate deductions (Income Tax, FICA, Insurance).	13,	
206.	Close ledger accounts.	15	6
207.	Control the safekeeping of monies bonds, or sealed bids.	8	8
209.	Compute amount and percent of markup or loss.	5	1,
210.	Compute depreciation.	3	1
211.	Compute dividends.	3	1
212.	Compute interest rates.	3	4
214.	Compute property or income taxes.	3	2
215.	Compute sales tax.	12	8
216.	Compute trade and cash discount.	3	9
217.	Convert figures to metric system.	2	4
218.	Count money to verify cash register returns.	10	9
220.	Deposit wills and valuables for clients.	5	1
222.5	Establish depreciation schedules for equipment.	3	4
223.	Figure discount on maturity rates.	2	1

		Actual, by Workers	Desired by Supervisors
• • • • • • • • • • • • • • • • • • •		8	8
224.	Figure extensions.	5	5
225.	Figure insurance rates.	6. / 2	
226.	Figure inventory (value),	3.	. 9
227.	Figure market value of investment and portfolios.	2	i, 1
228.	Handle collection of outstanding debts (accounts receivable).	13 (4
232.	Interpret financial figures into a summary statement.	7	9
234.	Keep books which supply data for income tax for company, trusts, e	tc. 7	2
235.	Keep cash account.	13	6 -
236.	Keep charts of sales records.	8	6
238.	Keep insurance register.	0	2
240.	Keep record of territory assigned salesmen.	10	2
241.	Keep records pertaining to employees belonging to unions.	2	4
242.	Keep records pertaining to FICA tax (Social Security).	12	4, ~
243.	Keep records pertaining to state and federal unemployment tax.	10	2
244.	Keep records pertaining to income taxes.	10	2
245.	Keep records pertaining to sales tax.	8 .	4
246.	Keep records pertaining to State Industrial Insurance.	0.5	2
247.	Keep records of bad debts.	3	2

		Actual, by Workers	Desired by
_248.	Keep wage and sales comparison records.	7	• • • • • • • • • • • • • • • • • • •
249.	Maintain individual employee's		6
250.	earnings records. Maintain list of authorized	₹ 15 ′	. 5
	signatures.	10	.9
` 252.	Maintain price lists and make necessary changes.		11.
253.	Maintain records on rental real estate.	\$	4
255.	Make arrangements for freight express.	3	12
256.	Make "combined-journal" entries.	. 3	
257.	Make contracts for supplies, services, etc.	7	9•
258	Make decisions on discounts allowable.	.b - 2, .	6
259.	Make entries directly to accounts if business does not use journals	. 3	4
260:	Make financial graphs	8	8
261.	Make lists of contents of office safe or safe deposit box and keep it up to date.	0	,8
262.	'Make out monthly statements.	17.	5
263.	Make out withholding tax statement at the end of year (W-2 forms).) 12	2
265.	Operate check writer protector.) 8	2
266.	Operate classification boards.	0	
267.	Operate full-bank adding machine.	1.0	8
268.	Post data on daily sales sheets by department.	5	4
	232 ** 223		

		Actual, by Workers	Desired by Supervisors
269.	Post (transfer) entries from journals to a ledger (group of accounts).	7	ć
270.	Prepare accounting data for transmittal to computer center.	5	1.0
271.	Prepare a trial balance at end of month of fiscal period (prove equality in ledger).	7	5
272.	Prepare balance sheet.	7	5
273.	Prepare capital statement.	0	2
275.	Prepare expense reports to clear company advances.	j~ 10	9
276.	Prepare journal or ledger entries	10	6
277.	Prepare post and closing trial balance.	2	2
2 78.′	Prepare profit and loss statement (Income Statement).	2 '	1
280.	Prepare salemen's commission statements.	7./	1
281.	Prepare sales slips.	. ź	8
283.	Prove cash daily.	5	6
286.	Record cash register tapes.	2	4
287.	Record daily sales on unit control forms.	**************************************	
288.	Record daily shipments.	8	6
289.	Record inventory records on proper forms.	7	,12
291.	Receive and disburse trust memos.	• 2	4
292.	Receive and disburse funds for , guardianships and estates.		1
			, , , ,

		Actual, by Workers	Desired by Supervisors
9		8	
293.	Rule journals or ledger accounts.	5	4
294.	Secure letters of credit from banks.	3	5 7
297.	Send out credit memos for goods returned.	, 5	5
298.	Send out invoices for payment due.	7	10
299.	Sign checks.	.7	10
300.	Systematize and record items deductible from income tax on business.	2	1
301.	Take care of bankbook.	2	8
302.	Take care of checkbook and stubs.	7	12
364.	Total weekly or monthly sales.	10	6
305.	Type bank reconciliations.	2	. 1
306.	Use check register.	5	4
307.	Use ledger accounts with "balance" column (balance form).	8	6
308.	Use voucher register.	2.	, 4
309.	Work with city or county tax statements.	' 5	4
310.	Work with subsidiary ledgers.	0	1
312.	Write checks for payroll.	12	1
DUTY	H: PREPARING FORMS AND PUBLICATIONS	5	
313.	Compose news items or magazine articles (newspapers, trade public tions, house organs, etc.).	a- 8	10

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,		Actual, by Workers	Desired by Supervisors
317.	Operate illuminated drawing board (mimeoscope).	3	12
318.	Prepare or revise pamphlets and catalogs.	8	* 24
321.	Plan layout and makeup.	5	8
DUTŸ	I: PERFORMING RECEPTIONIST ACTIVITIES		• •
328.	Assist with publicity for charity and other drives.	25	8.
332.	Give news information to reporters.	5	8
DUTY	J: PERFORMING CLERICAL ACTIVITIES		
357.	Have legal papers recorded.	15	9
364.	Operate addressograph.	7	5
368.	Operate key-driven machine (such a comptometer).	s 10	
369.	Operate key punch machine.	3	4
370.	Operate microfilm reader.	8	12
371.	Operate microfilm recorder.	2	5
372.	Operate microfilm reproducer.	3	8
374.	Operate offset duplicator (e.g., multilith).	2	. 8
379.	Operate switchboard (PBX).	8	16
383.	Operate teletype.	3 .	6
385.	Operate vari-type machine.	3	4
387.	Prepare code sheets for converting personnel data to punch cards.	8	. 6

•		Actual, by Workers	Desired by Supervisors
410	Mana da mana da mana da da da da da da da da da da da da da		A Property of the Control of the Con
410.	Type insurance policies or forms.	7	11
412.	Type legal acknowledgements.	13	6
413.	Type legal affidavits.	8	5 %
410.	Type legal sales contracts.	8	9
419.	Type powers of attorney.	1 2	6
421.	Type real estate papers.	5	
422.	Use microfilm equipment.	5	12
425.	Verify and update information on punch cards and machine listing.	7	14
DUTY	K: MAINTAINING FILES AND LIBRARY		
³ 431.	Establish or maintain a reference library.	8	19
436.	Establish operating procedures for reference libraries.	o <u>y</u>	6
441.	Maintain library card catalog.	5	11
446.	Revise stock lists	7	12
451.	Submit receiving reports for new library books.	2	6
454.	Use magnetic, filing equipment.	. 0	0
455.	Use motorized filing equipment.	0	4
DUTY	L: PERFORMING MAIL ROOM ACTIVITIES		
472.	Operate and keep postage meter reco	ord. 5	19
473.	Operate automatic letter opener.	7	5
474.	Operate mailing sealer	5	14
478.	Recall mail from post office.	7	15
488.	Use franking-permit privileges (right to send free mail).	3	8